

Results Washington Structure Guidance



Overview:

This document is intended to provide guidance and structure related to Results Washington Goal Council and Governor Result Review sessions. The following sections are outlined in the document:

1. Roles and Responsibilities – page 1
2. Goal Council/Results Review Structure and Process Guidance – page 5
3. Governor Results Review Topic Selection Guidance – page 7
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Section 1: Roles and Responsibilities

Purpose: Clear roles and responsibilities remove the confusion about expectations and focus the energy of the goal council on the purpose we are trying to achieve.

Roles and Responsibilities

Category	Role	Responsibilities
Goal Councils		
	Goal Council Lead	<ul style="list-style-type: none">• Co-chair the goal council meetings• Share responsibility with Results Washington Performance Advisor to:<ul style="list-style-type: none">○ Develop goal council agendas○ Identify stakeholders and other agencies who need to participate in the Goal Councils work○ Ensure effective and efficient goal council meetings○ Ensure goal council completes assignments according to due dates• Represent the goal council at the design team meetings• Represent the goal council as needed (Governor meetings, stakeholder meetings, planning sessions, etc.)• Provide on-going feedback on process and strategy improvements
	Results Washington Performance Advisor	<ul style="list-style-type: none">• Co-Chair/facilitate goal council meetings• Update and distribute goal council agendas• Share responsibility with Goal Council Lead to:<ul style="list-style-type: none">○ Develop goal council agendas○ Identify stakeholders and other agencies who need to participate in the Goal Councils work○ Ensure effective and efficient goal council meetings○ Ensure goal council completes assignments according to due dates• Collaborate with budget and policy staff to align Goal Council work with Governor priorities as appropriate• Provide subject matter expert (SME) of performance management, facilitation/group dynamics, and project management• Provide follow-up memo to Goal Council and Results Review meetings• Provide templates and tools for reports• Provide GovStat technical support as needed• Escalate issues as necessary• Represent the goal council at the design team meetings or as needed (Governor meetings, stakeholder meetings, planning sessions, etc.)

Category	Role	Responsibilities
	Outcome Measure / Leading Indicator Lead / Improvement Plan Reviewer	<ul style="list-style-type: none"> Understand and be able to explain outcome measure logic to support the goal topics, sub-topics, and leading indicator Monitor all related leading indicators to support movement of outcome measure Identify/connect strategies that can cross leading indicators or outcome measures Represent the goal council at meetings as needed (Governor meetings, goal council meetings, planning sessions, stakeholder meetings, etc.) Work with Results Washington Performance Advisor to provide timely information Collaborate across agencies and external stakeholder to develop, manage, track and monitor strategies to improve leading indicator or outcome measure Work with Agency Lean Practitioner and Lean Fellow as needed Discuss the improvement plan with the Goal Council and Governor
	Improvement Plan Lead <i>(Considered a co-lead with agency who owns the data for facilitation and coordination)</i>	<ul style="list-style-type: none"> Work with the outcome measure or leading indicator lead to provide and receive timely information In collaboration of cross agency and external stakeholder representation, develop, manage, track and monitor strategies to improve leading indicator or outcome measure Identify/connect strategies and improvement plan efforts that can cross leading indicators or outcome measures Understand and be able to explain leading indicator logic as they relate to goal topics, sub-topics, and outcome measures Represent the goal council at meetings as needed (Governor meetings, goal council meetings, planning sessions, stakeholder meetings, etc.) Work with Results Washington Performance Advisor to provide timely information For targeted improvement areas: Co-lead with lean fellows as identified. Work with Agency Lean Practitioner and Lean Fellow as needed
	Improvement Plan Owner	<ul style="list-style-type: none"> Develop improvement plans that include elements of an A3 problem solving tool, plan project steps, manage progress and report progress to the Goal Council Work with Improvement Plan Reviewer and Lean Fellow as needed Discuss the improvement plan with the Improvement Plan Reviewer, Goal Council and Governor
	Budget Advisor	<ul style="list-style-type: none"> Collaborate with policy and Results Washington staff to align Goal Council work with Governor priorities as appropriate Provide subject matter experts of budget areas by consulting and advising Escalate issues as necessary
	Policy Advisor	<ul style="list-style-type: none"> Collaborate with budget and Results Washington staff to align Goal Council work with Governor priorities as appropriate Provide subject matter experts of policy areas by consulting and advising Escalate issues as necessary
	Research Teams/ Goal Subcommittees/Subject Matter Expert	<ul style="list-style-type: none"> Provide research and data to support the development, implementation and monitoring/reporting of Results Washington Advise goal council as appropriate

Category	Role	Responsibilities
		<ul style="list-style-type: none"> • Inform and support agency director to advise the Goal Council
	Agency Data Owner/Analyst	<ul style="list-style-type: none"> • Input data into GovStat • Build reports for goal council and governor meetings with analysis and summary
	Lean Fellows	<ul style="list-style-type: none"> • Build Lean capacity of Goal Council members and Agency Lean Practitioners capability on goal council • Co-lead efforts with improvement plan lead on targeted improvement plan efforts as needed • Consult on Lean approach application of Lean tools and techniques • Provide Lean skill building opportunities for agencies of the Goal Council • Coach Improvement Plan Owner/Reviewer on the use of improvement plan (ie: A3) • Work with Agency Lean Practitioner and Improvement Plan Reviewer/Owner as needed
Lean Team		
	Lean Enterprise Consultants	<ul style="list-style-type: none"> • Provide Lean expertise/direction for goal councils • Supervise Coach and develop Lean fellows • Manage the Lean Fellowship program • Provide Lean training such as “Lessons in Leadership” • Develop improvement plans to include templates for A3 problem solving, project planning, and improvement tracking • Develop and manage Private and Public Sector Partnership Program • Lead Community of Practice
	Agency Lean Practitioner	<ul style="list-style-type: none"> • Provide Lean advice for improvement efforts • Provide Lean training as needed for agency staff related to improvement efforts • Support improvement efforts per Director request • Work with Lean Fellow and Improvement Plan Reviewer/Owner as needed
Leadership		
	Governor	<ul style="list-style-type: none"> • Final decision maker • Provide overall direction • Provide feedback to goal councils • Review and discuss measure status
	Chief of Staff	<ul style="list-style-type: none"> • Executive Sponsor • Liaison to Governor • Decision maker • Escalates issues as needed
	Results Washington Director	<ul style="list-style-type: none"> • Develops and implements Results Washington (see Executive Order 13-04) • Provides leadership for Results Washington team • Manages the Results Washington Initiative • Partners with Executive Cabinet Lead to resolve issues and remove barriers
	Results Washington Executive Cabinet Lead	<ul style="list-style-type: none"> • Represent goal council leads as necessary • Partner with Results Washington director to resolve issues and remove barriers specific to goal councils • Support all Goal Councils and members and leads by coaching and mentoring as needed

Category	Role	Responsibilities
	Results Washington Design Team	<ul style="list-style-type: none"> Assess goal council status and identify next steps Broach and resolve concerns and issues <p>*Membership includes goal council leads, Executive Cabinet Lead, Results Washington team, and Results Washington Director</p>
	Governor's Executive Management Team	<ul style="list-style-type: none"> Review Results Washington process and products Lead and integrate areas of expertise such as: Policy, Budget, Stakeholders, Agencies, Legal issues, Communication and overall Government oversight Attend monthly governor meetings "Results Reviews" to contribute to measurement, improvement and engagement strategies and discussions Provide on-going feedback on process and strategy improvements
Additional Results Washington Team Members		
	Engagement Manager	<ul style="list-style-type: none"> Develop and implement communication plan for Washingtonians, stakeholders, partners, and employees Provide ongoing updates to website and social media Coordinate and develop Legislative Reports about agency Lean efforts Solicit and moderate public feedback, respond as needed and convey feedback to the relevant goal council's performance advisor Notify and work with the media to promote the work of Results Washington
	Performance Audit Liaison	<ul style="list-style-type: none"> Connect performance audit work to goals Escalate issues as appropriate
	Administrative Support	<ul style="list-style-type: none"> Manage calendar for monthly goal council and governor meetings A/V support for monthly meetings Provide updates as needed to Executive Management Team and Chief of Staff

Section 2: Goal Council/Results Review Structure and Process Guidance

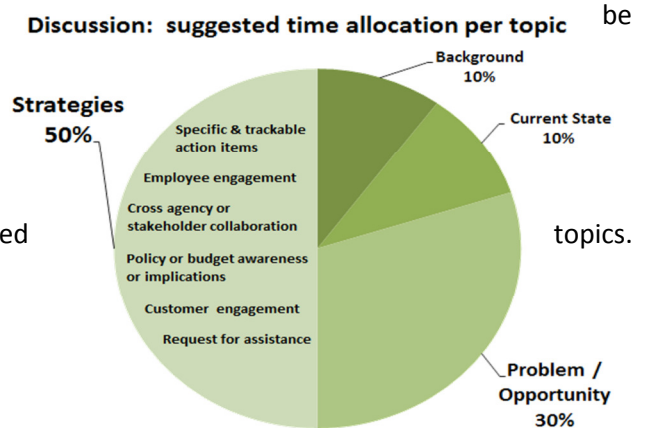
Purpose: Establishing standards related to the goal council and results review sessions helps eliminate confusion and discrepancies between goal areas.

BEFORE a Goal Council or Governor’s Results Review session:

- 1 Updated Measures.** Agencies update data and performance reports in Open Performance (formerly known as GovStat).
 - The agency “owns” the measures and is responsible for entering their data and updating performance reports.
 - Results Washington collaborates, advises and supports agencies to develop strategic improvement plans to manage, monitor and implement outcome measures, leading indicators and lean efforts.
- 2 The Goal Council** zeroes in on a few measures to focus on.
 - A Goal Council includes: agency directors, the Governor’s policy advisors, the OFM budget analyst, Results Washington Director, Results Washington Senior Performance Advisor (SPA) and Results Washington Lean Fellow. The sessions are led by the SPA, goal council lead and director of Results Washington.
 - The goal council takes into account several criteria when we’re evaluating the measures. Are they on track? Do they cross multiple goal areas? Do they require cross agency collaboration? Are they in alignment with the Governor’s priorities? Do we have data? Is the data solid?
 - Refer to **Governor Results Review Topic Selection (Section 3)** document for additional guidance.
- 3 Draft reports** submitted by agency (sometimes multiple agencies)
 - The goal councils will use the draft reports when conducting a Results Review “dry-run” at least one week prior to the Governor’s Results Review.
 - Directors should be prepared to address questions (**see Section 4**).
- 4 Final report** submitted by agency (or multiple agencies)
 - The “Final” report is available to the Senior Performance Advisor no later than 5 days prior to the Results Review.
 - The Senior Performance Advisor prepare a briefing for the Governor that is reviewed by the Director of Results Washington.
 - Governor is briefed usually one day before the Results Review session.
- 5 Goal Council/Results Review Session**
- 6 Follow-up**
 - The Senior Performance Advisor prepares and distributes follow-up memo that includes action items captured during the session.

During a Goal Council/Results Review Session:

- If you have not previously attended a Goal Council or Results Review session, arrive early to orient yourself to the room.
- The agency directors are seated at the main table. Additional partners and resource staff have front row of observer seating as well. Agency subject matter experts are on hand for Q&A.
- Although specific topics are keyed up, directors need to be prepared to speak to everything on their goal map.
- The Governor or his designee will open the meeting. The goal council lead gives a brief introduction. Assume we have all read the report –introduction is to be kept very succinct.
- Designated directors will be asked to report out on selected topics. Discussion should include:
 - Background
 - Current state
 - Identification of problem, opportunity or challenge
 - Improvement / Strategic efforts:
 - Specific and measurable action items
 - Employee engagement
 - Cross agency or stakeholder collaboration
 - Policy or budget awareness or implications
 - Customer engagement
 - Request for assistance
- Expect a lot of Q & A – not just from the Governor, but others at the table. Members of the Governor’s Leadership Team may be in the audience and prepared to answer questions from the Governor. Not all members will always participate, but those who have expertise and information on areas discussed at the Results Review should be prepared to engage.
 - Sometimes a question cannot be answered on the spot. “We don’t know but we can find out” is a perfectly acceptable response in most cases. The Senior Performance Advisor will note the question for a possible follow up memo.
- During the course of the session, we may decide we’re not looking at the right measures, or that we need to broaden or deepen the set of measures. The Senior Performance Advisor records this and takes it back to the goal council team for further work on measures and/or scope.



AFTER a Governor’s Results Review Session:

- The Senior Performance Advisor will prepare a follow up memo to the goal council, the Chief of Staff and Deputy Chief of Staff.
- When applicable, agencies submit a follow-up response memo and/or bring answers to the next round of Results Review or goal council session on that topic area.
- The goal councils meet monthly.
- Results Washington advises and serves as a resource for problem solving, business process redesign, or other services that help improve the process.
- The scope of the discussion in any given topic area may evolve over time
- Agencies are on point to respond to action items identified during the session.

Section 3: Governor Results Review Topic Selection Guidance

Purpose: Recognizing that each goal area has many measures and that each goal council will have two Result Reviews with the Governor per year, selecting the right measures for discussion is critical. Below are considerations and guidelines to take into account when selecting the Result Review topic discussions:

Considerations:

In general, the Results Review agenda will include:

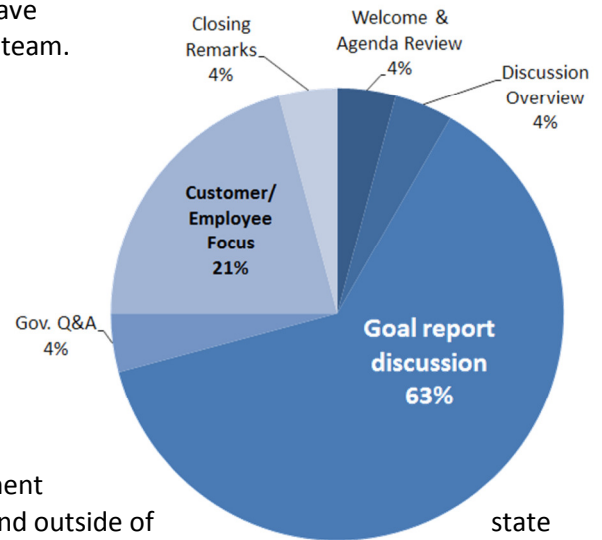
Time allocation	Topic	Lead
5 min.	Welcome & agenda review	Director of Results Review / Governor
5 min.	Topic orientation	Goal Council Lead
105 min.	Goal report & Governor discussion	Agency Directors / Governor
5 min.	Closing and additional questions/comments	Director of Results Review / Governor

When considering what and how many topics to discuss during the Results Review, keep in mind that you will have approximately 105 minutes to have focused and indepth conversations with the Governor and his leadership team.

Results Review: Time allocation

Sample average time allocation per topic:

- 4 topics = 26 min./topic
- 5 topics = 21 min./topic
- 6 topics = 17.5 min./topic
- 7 topics = 15 min./topic



Topic Selection Guidelines:

The following criteria should be considered when deciding what topics to discuss during the Governor's Results Review.

- Topics/measures that pertain to real time issues
- Topics/measures that speak to citizen and/or employee engagement
- Topics/measures that require cross agency collaboration inside and outside of government
- Topics/measures where assistance is needed
- Topics/measures where performance is off target or on target but at risk

Conclusion:

Remember that the Results Review report is only the beginning of the conversation; it should tell the audience what is going on or what should be done. A good report stimulates the kind of management discussion that leads to continuous learning and informed decisions. Without persistent follow up, the best-looking report in the world won't lead to improved results.

Section 4: Discussion Questions

Purpose: The questions serve as the framework for discussing outcome measures and leading indicators during monthly goal council meetings and Results Reviews.

A. In-person: The follow are types of questions that the Governor or Goal Council Lead might ask of a leading indicator/outcome measure.

- Be prepared to answer the following questions:
 - Are we on track?
 - If not, why and what are we doing?
 - Will we reach our target?
 - Are there specific demographics populations or regions that need more attention?
 - How do we compare to others?
 - What partners or stakeholders are engaged?
 - What specific actions are being taken to address the problem(s) identified, who is the lead and by when will action item be complete?
 - What do you need from the Governor or others to improve performance?

The Governor is looking to know whether we are achieving results and if not what is being done and by when.

B. Reports: The questions below serves as a framework for preparing your outcome measure/leading indicator reports within the system (*Open Performance*).

- Use the GovStat charts and visualizations to help you show current status and make your key points.
 - Additional charts and visualizations can be added to the reports in the system.
- **Background, Current State, & Problem/Opportunity**
 - Why is this outcome measure and the associated leading indicators a priority?
 - Why were they chosen for the Goal Map (what is the problem or opportunity)?
 - What data supports that the leading indicators are the best strategy?
 - Why does it matter to our citizens?
 - What is the significance or rationale for the associated measure targets? If achieved, what will be different?
- **How are we doing with this outcome measure and associated leading indicators?**
 - What is the current performance of the outcome measure and associated leading indicators?
 - What is the data telling us? If data shortfalls, how can we bridge the gap?
 - How much control does the state have to influence the measure? What other entities can influence the measure?
 - What drivers are influencing the measure?
 - Federal, state and local law changes or court decisions
 - Macro and micro economic forces
 - Environmental, technological forces
- **What are we working on to achieve the outcome measure and leading indicator targets?**
 - What current actionable and specific strategies are we working on to achieve results?
 - Who are our partners in implementing the strategy?
 - Will we achieve the measure target by the established date?
 - What are the current barriers to the strategies
 - What help can your goal council, the Governor, or other goal council members help to achieve the strategies.